

**SNAP Participation Grant  
HSS – 13 – 022  
Pre Bid Meeting  
January 29, 2013**

1. In relation to the financing A133 requirements, are federal funds passed through or are they processed as a vendor?  
**A:** As a Vendor, and they may be subject to A133 Audit
2. How many offices are there in Kent County?  
**A:** Three if you count Milford. Ninety percent of effort will be centralized on Carroll's Plaza and the James Williams State Service Center, both of which are located in Dover.
3. Is a representative sample possible?  
**A:** Yes
4. In regards to models and best practices, is the State functioning after a particular model now?  
**A:** Yes, currently the process in place is a POD system where staff and supervisors work specific work processes and rotate assignments quarterly.
5. Is the State looking for a specific best practice now?  
**A:** No, currently we have utilized expertise throughout the Division and are seeking ways to increase efficiency because improvements are not moving as fast as we would like.
6. In regards to the Tasks on the Timeline located on page 10. Is there room for flexibility?  
**A:** Yes
7. How do you want bidders to propose implementation support?  
**A:** We are more interested on the front end and bidders are not required to propose implementation support, nor are we encouraging or discouraging that they do. We suggest that all bidders bring their best proposal to the table.
8. Are you expecting implementation to be funded by another FNS Grant?  
**A:** Not necessarily.
9. Can clarify your meaning of time studies?  
**A:** Internally we have 17 – 21 offices divided between seven operational areas. In relation to time studies we would seek someone to decipher, for example, what is considered a reasonable workload, who is being effective and who is not.
10. Can we obtain a list of staffing and operations information?  
**A:** We can include the number of employees, types of work, number of food benefit cases processed, number of supervisors, and number of support staff for everyone's convenience.
  - i. 400-450 # of employees (includes all staff).

- a. Employee classifications (listed from most to least number of positions):  
Senior Social Workers; Social Worker Supervisors; Social Service Technicians (support staff); Social Workers; Administrative Specialist (support staff); Social Service Administrators; Office Managers (support staff); Child Care Monitors; Senior Social Service Administrators; Social Service Chief Administrators.
    - b. Link to list of classifications in Delaware State Government:  
<http://www.jobaps.com/de/auditor/classreports.asp>
  - ii. Food Stamp Cases 151,494; TANF Cases 13,210; General Assistance Cases 4,527; Medicaid Cases 100,000+; Child Care Cases 14,920.
11. Is the scope of work on Food Benefits?  
**A:** Yes
12. Is this a fixed price contract or a reimbursement contract?  
**A:** Fixed Price
13. Will focus groups include employees and clients?  
**A:** Yes, as well as advocates.
14. Are you looking for bilingual focus groups?  
**A:** We are not targeting bilingual people but we should have a mixed group that also includes bilingual people.
15. Will the State provide a leads list for the focus groups?  
**A:** Yes. Hypothetically we could give the vendor a list of 100 people and request they select 20 for a focus group.
16. Is the FNS Grant Participation Application available online?  
**A:** We can provide a copy of the initial application
17. Is using VSM (Value Stream Mapping) a preference?  
**A:** No
18. Who will we work with? A project manager, key person, or a group or committee?  
**A:** A preselected group of people will form a committee assigned to working with the selected vendor.
19. How does the State expect the vendor to interact with the staff selected?  
**A:** Tentatively one person will be in direct contact with the selected vendor, support staff will additionally be hired, and meetings will occur. Total there may be a group of around 10 – 15 people.
20. How is the scope of work projected for the 2<sup>nd</sup> year? Are we to move forward to another county or continue to use the same protocols?

**A:** The entire timeline is set for Kent County. The implementation and evaluation phases are also Kent County.

21. For the second year will we be working with the same team of people?

**A:** Yes

22. Do you have a budget for the RFP?

**A:** Yes

23. Will the sign in sheet we signed today be posted on the website?

**A:** Yes

24. Is the project funded now

**A:** Yes

25. Can you provide us with the organizational structure:

**A:** I can provide you with numbers of key staff; i.e., social workers, support staff, supervisors. I can provide the types of work performed. I can provide the # of food stamp cases.

26. We have developed our own methodology (Rapid Transformation) to map, analyze, evaluate and improve workflow and process management. How necessary is “Value Stream Mapping” (VSM) experience to your decision, and can other proven methodologies be utilized? (Page 7)

**A:** Proposing to use your own methodology is acceptable.

27. Do you currently use a VSM software tool or other mapping software? If so, which brand? Can another tool be utilized instead? (Page 7)

**A:** We don't currently use any VSM products.

28. Assuming, per the RFP, that the Kent County offices will be the initial analysis, will Sussex and New Castle be concurrent or sequential? (Page 7)

**A:** Concurrent but not all inclusive. We only expect a sample analysis from New Castle and Sussex.

29. How many participants will serve on the DSS Committee? (Page 8) Will there be a senior level liaison to make decisions as necessary?

**A:** 10-15 will serve on the committee which will be comprised of necessary decision makers.

30. Do you have a list of customer complaints or issues? Are they categorized in any way?

**A:** Yes but complaints from client are not relevant to this grant. We are simply seeking to improve our efficiency.

31. How many employees are employed with the SNAP program in Kent County? How many employees will be involved in this process?

**A:** 10-15 will serve on the committee. Kent County has approximately 65-75 employees.

32. What other programs do SNAP workers determine eligibility for? Are those programs part of this review?

**A:** Cash Assistance, Medicaid, Child Care and General Assistance.

33. Will the vendor have the flexibility to re-order (but not eliminate) actions described in the project timeline to maximize efficiency and deliverable quality?

**A:** Yes.

34. Has the state worked with a vendor in the development of the list of activities/deliverables and their associated actions?

**A:** No.

35. Who is the audience for, and what is the nature of, the trainings listed in actions 3.1, 4.1, 5.1, and 6.1?

**A:** The audience are the agency committee members.

36. The RFP states the final product from the vendor will be a realistic improvement plan with recommendations to address the problems identified. What department/division within the State is ultimately taking responsibility for this project and the improvement plan produced by the vendor?

**A:** The Division of Social Services is taking responsibility for this project.

37. Implementation – the RFP states that DSS will begin the process of implementing changes after receiving the action plan from the consultant listing their recommendations. What process / protocol will DSS use to review the recommendations and conclude on what recommendations to implement? What type of assistance, if any, is the vendor expected to provide regarding the agency's implementation of the recommendations included in the plan?

**A:** The rating process is outlined in the RFP.

38. Does DSS have documentation about current processes (e.g. process maps, department procedures documentation) that could be shared with the contractor to assist in pre-planning and planning efforts?

**A:** Yes. We will provide documentation that was discussed during the pre-bid meeting.